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Written with the vibrancy of a first-rate thriller, Command and Control interweaves the minute-by-minute story of an accident at a nuclear missile silo in rural Arkansas with a historical narrative that spans more than fifty years.

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In manufacturing you 'get away with' command-and-control because the products you make are standard. Traditional command-and-control responds to variety by establishing procedures, standards, and the like. The consequence is enormous amounts of waste when applied to service organizations.[13]

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The cornerstone of command-and-control is the separation of decision-making from work. Command-and-control is based on top-down hierarchies where managers manage people and money. Managers make decisions on budgets, targets, and so on.

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Freedom from Command and Control incorporates the ideas of acting on systems instead of people, designing work to meet customer demands instead of fixed quotas, driving decision making down to where the work is done, and examining the flow of work while continually assessing and reducing the non-value added activity in that flow.

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Freedom from Command and Control Book Description : "Command and Control is failing us. There is a better way to design and manage work - a better way to make work work - but it remains unknown to the vast majority of managers." An adherent of the Toyota Production System, John Seddon explains how traditional top-down decision making within ...

This is a management book that challenges convention and aims to appeal to a wide target audience. It argues that while many commentators acknowledge command and control is failing us, no one provides an alternative.

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The Oscar-shortlisted documentary Command and Control, directed by Robert Kenner, finds its origins in Eric Schlosser's book and continues to explore the little-known history of the management and safety concerns of America's nuclear arsenal. " Deeply reported, deeply frightening . . . a techno-thriller of the first order. " —Los Angeles Times " A devastatingly lucid and detailed new history of

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nuclear weapons in the U.S. . . . fascinating. ” —Lev Grossman, TIME Magazine A myth-shattering exposé of America ’ s nuclear weapons Famed investigative journalist Eric Schlosser digs deep to uncover secrets about the management of America ’ s nuclear arsenal. A groundbreaking account of accidents, near misses, extraordinary heroism, and technological breakthroughs, Command and Control explores the dilemma that has existed since the dawn of the nuclear age: How do you deploy weapons of mass destruction without being destroyed by them? That question has never been resolved—and Schlosser reveals how the combination of human fallibility and technological complexity still poses a grave risk to mankind. While the harms of global warming increasingly dominate the news, the equally dangerous yet more immediate threat of nuclear weapons has been largely forgotten. Written with the vibrancy of a first-rate thriller, Command and Control interweaves the minute-by-minute story of an accident at a nuclear missile silo in rural Arkansas with a historical narrative that spans more than fifty years. It depicts the urgent effort by American scientists, policy makers, and military officers to ensure that nuclear weapons can ’ t be stolen, sabotaged, used without permission, or detonated inadvertently. Schlosser also looks at the Cold War from a new perspective, offering history from the ground up, telling the stories of bomber pilots, missile commanders, maintenance crews, and other ordinary servicemen who risked their lives to avert a nuclear holocaust. At the heart of the book lies the struggle, amid the rolling hills and small farms of Damascus, Arkansas, to prevent the explosion of a ballistic missile carrying the most powerful nuclear warhead ever built by the United States. Drawing on recently declassified documents and interviews with people who designed and routinely handled nuclear weapons, Command and Control takes readers into a terrifying but fascinating world that, until now, has been largely hidden from view. Through the details of a single accident, Schlosser illustrates how an unlikely event can become unavoidable, how small risks can have terrible consequences, and how the most brilliant minds in the nation can only provide us with an illusion of control. Audacious, gripping, and unforgettable, Command and Control is a tour de force of investigative journalism, an eye-opening look at the dangers of America ’ s nuclear age.

Using a wealth of real-world examples, this breakthrough book offers a new freedom-based management paradigm that radically improves every aspect of business—from how we hire, compensate, and motivate people to how we address quality issues, serve customers, review employees, and more. Accountability tells the story of Pete Williams, a hard-charging CEO, who meets Stan "Kip" Kiplinger, a retired businessman, during a cross-country train trip. Pete's manufacturing business is in critical condition; productivity is falling. He's tried all the popular management approaches, but he can't get his people to be accountable for meeting their goals. Kip points out that every management system Pete has used is ultimately based on controlling people. Rather than encouraging people to be accountable, control-based systems discourage accountability by destroying people's sense of ownership of their job. Kip introduces Pete to a new way of leading people based on freedom-giving people the freedom to make their own choices and to do it their way. This doesn't mean anarchy; it means leadership expects everyone to act like an adult and take responsibility for his or her actions and their outcomes. Accountability details how this new approach yields a consistent flow of creative innovations and organizational improvements impossible under the old, coercive systems.

"Command and Control is failing us. There is a better way to design and manage work - a better way to make work work - but it remains unknown to the vast majority of managers." An adherent of the Toyota Production System, John Seddon explains how traditional top-down decision making within service organizations leads to managers who are detached from employees and remote from operations. He demonstrates that decision-making based on purpose-related measures (such as putting customers first and improving services) can help managers reconnect with operations, see waste, and exploit opportunities for improvement. Through extensive case material, he differentiates between command and control and systems thinking and illustrates how the latter leads to improved service, revenues, and staff morale. He also posits that the service industry is fundamentally different from manufacturing, and shows how Toyota production principles must be transformed for application in service organizations.

Army Doctrine Reference Publication (ADRP) 6-0 augments the mission command doctrine established in Army Doctrine Publication (ADP) 6-0, also titled Mission Command. This publication contains an expanded discussion on the overarching doctrinal guidance on command, control, and the mission command warfighting function. It describes how commanders, supported by their staffs, combine the art of command and the science of control to understand situations, make decisions, direct action, and lead forces toward mission accomplishment. The principal audience for ADRP 6-0 is all members of the profession of Arms. Commanders and staffs of Army headquarters serving as joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning command and control of joint or multinational forces. Trainers and educators throughout the Army will also use this publication. Commanders, staffs, and subordinates ensure their decisions and actions comply with applicable U.S., international, and, in some cases, host-nation laws and regulations. Commanders at all levels ensure their Soldiers operate in accordance with the law of war and the rules of engagement. ADRP 6-0 applies to the Active Army, Army National Guard/Army National Guard of the United States, and United States Army Reserve unless otherwise stated.

"Managerial styles are influenced by habit, familiarity, and workplace culture. It's no wonder that well-intentioned professionals doing their best to be good organizational leaders often repeat unhelpful supervisory practices experienced in their early careers, even if they disliked them at the time. In the DUH! Book of Management and Supervision, the author disagrees with many accepted leadership principles (unabashedly referring to them as myths) and makes new and different approaches easier to imagine. Her challenging and controversial concepts illustrated with poignant stories suggest common-sense and immediately applicable alternatives more suitable in today's workplace"--Back cover.

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From the start of operations in Iraq in March 2003 until mid-2009, ground troops from thirty-seven countries fought at the side of U.S. forces, with many more providing indirect support and assistance. These countries furnished significant military aid to the United States Army and performed vital missions relevant to combat, intelligence, reconstruction, and support operations. The participation of these coalition partners proved critical to the success of the overall mission. Allied Participation in Operation Iraqi Freedom examines the achievements and contributions of the allied nations that supplied ground troops to the U.S.-led coalition in Iraq during 2003-2009. It does not cover forces deployed to Iraq under the aegis of the United Nations or the North Atlantic Treaty Organization. The U.S. military's experience in Operation IRAQI FREEDOM reconfirms the necessity of coalition building in modern warfare, even when the U.S. Army and Marine Corps ground forces shoulder the largest burden. This monograph offers separate sections on each coalition ally and presents basic information about deployed military forces and their general operational experiences in Iraq. It also provides a framework for more detailed histories to follow.

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